

POLICY AND PROCEDURES
of the
NFAC Senior Secretarial Panel (SSP)

1. General Goals, Policies and Procedures

The goals of the NFAC SSC are to promote the highest possible level of performance achievement among the Center's senior secretaries-- defined as those secretaries at grade levels GS-08 and above--and to insure that each individual coming under the review of the Panel is given an equitable opportunity, based solely on merit, for career enhancement and progression. Policy and procedures guiding the definition and implementation of the SSC responsibilities will be in accordance with Agency regulations, NFAC Career Service Board policy and direction, and will be responsive to guidance issued by the Director of Personnel. The Panel will review its procedures annually.

2. Panel Responsibilities

The Panel will establish career management procedures for senior secretaries in compliance with DDCI memorandum, dated 13 April 1978, (Subject: Establishment of Career Service Panels for the Career Management of Secretarial and Clerical Personnel). Specifically, the Panel will:

- a. Establish the uniform criteria to be used for the evaluation, at least annually, of senior secretaries, GS-08 and above, in accordance with Agency regulations and the procedures contained in the NFAC Personnel Handbook.
- b. Make recommendations for the promotion of senior secretaries.
- c. Make recommendations as appropriate with regard to career management actions such as proper utilization, reassignment, and training.
- d. Review and rank applicants for secretarial vacancies, GS-08 and above; nominate the three "best" qualified candidates to the supervisor for his/her selection. Candidates must be at the grade of the vacancy or no more than two grades below the vacancy. All senior secretary vacancies will be subject to the vacancy notice system.

3. Panel Procedures

a. Membership

The NFAC SSP will consist of five members from the NFAC Career Service and a Panel secretary. Each NFAC component will nominate

one candidate to serve as a member of the Panel. Candidates should be members of the NFAC Career Service and at least two grades higher than the employees whom they will be considering, i.e. GS-13. From this group of component nominees, the Chairman of the NFAC Career Service Board will appoint five Panel members. The senior member of the Panel will be designated as chairman. At least two Panel members will be rotated each year and no member may serve more than two years. This rotation policy will assure that each NFAC component will have representation on the Panel. The composition of the Panel will be published in an NFAC notice whenever changes are made.

The Chairman, NFAC Career Service Board, will also select at least three senior secretaries within NFAC to serve as members of the Panel for a one-year term. These senior secretaries will not participate in Panel meetings at which employees at their grade or above are being evaluated, ranked or considered for vacancies.

b. Meetings

The Panel will convene at least monthly, more often as necessary. Also, "open forum" meetings will be held between the Panel members and all NFAC senior secretaries at least annually. Each member will accept tasks levied by the Chair which contribute to improving Panel performance. Minutes of all Panel meetings (except the specifics of competitive evaluations/rankings which will be made available separately) will be prepared and forwarded to the Chairman and Secretary of the NFAC Career Service Board. Panel members will treat all discussions in the strictest confidence.

c. Evaluation and Ranking

The Panel will establish fair, uniform, and meaningful criteria for use in the comparative evaluation and ranking of NFAC senior secretaries. These criteria have been distributed separately to all members of the NFAC career service. The fitness reports, LOIs and any other appropriate information--such as special commendations or awards--contained in each individual's official personnel file will be used by the Panel as the raw material in applying the evaluation criteria. The Panel will solicit inputs from supervisors as an aid in making final evaluations. These evaluations will in turn be used to determine the individual's rank within his or her peer group, i.e., same grade level, on a semi-annual basis consistent with established Agency schedules. The Panel will maintain a central "EYES ONLY" non-circulated list of NFAC senior secretarial ranking. Access to this file shall be reserved only to Panel members and the NFAC Career Service Board (CSB) members. Each member of the NFAC Senior Secretarial Service has the right to ask for and receive specific feedback concerning how his or her ranking was determined, particularly regarding areas of weakness which had a negative effect on the ranking order. Any questions concerning such rankings should be directed to the Chairman, NFAC SSP.

d. Promotion

The Panel will review semi-annually in accordance with established Agency schedules those senior secretarial positions in which headroom exists for promotion of the incumbent in order to decide whether to recommend that this individual be promoted to the next higher grade level. The primary criterion to be used in arriving at this decision will be the incumbent's ranking as determined through the comparative evaluation system described above. Additional factors which will be taken into account are any recommendations or comments the individual's immediate supervisor elects to provide the Panel and the individual's time-in-grade--although there will be no minimum requirements in this latter regard. The Panel will submit its promotion recommendations to the Chairman NFAC CSB for approval.

e. Vacancies

Each office or other major component served by the NFAC Career Service shall keep the Panel informed in a timely manner of all of its changing senior secretarial needs, especially of those organizational changes, personnel transfers, and other developments which result in job vacancies. Vacancy notices will be prepared by individual NFAC offices for the signature of the NFAC Administrative Staff in accordance with existing NFAC and/or Agency regulations and procedures applicable to senior secretarial positions. These notices will be reviewed, time permitting, by the Chairman, NFAC SSP for specificity and clarity prior to their being circulated. The Panel will convene as soon as feasible after the expiration of the vacancy notice deadline to consider the applications for the position and make its selection of the top three qualified individuals. The primary criteria used in this selection process will be the individual rankings of the applicants as determined by the performance evaluation system described above. The Panel Chairman will submit this recommendation in writing to the Chairman, NFAC CSB for approval. Once this is obtained, the requesting component or supervisor must personally interview all three candidates prior to making a selection. The supervisor will inform the NFAC SSP Secretary of the individual selected to fill the vacancy, who will in turn inform the individual and the Chairman, NFAC SSP. Should the supervisor decide that none of the Panel's candidates is acceptable, the reasons for doing so must be specified in writing and sent to the Chairman, NFAC CSB. Should the latter decide that these reasons are valid, the Panel will reconvene promptly to select the next three most qualified candidates for the vacancy.

f. Exceptions.

Any office or other major component which desires to have an exception made to Panel policy, procedure or action must submit such request in writing to the Chairman, NFAC CSB for consideration and decision.

g. Career Counseling

Panel members will be available upon request to provide career counseling to NFAC senior secretaries.

INTERIM COMPARATIVE EVALUATION FACTORS
FOR NFAC SENIOR SECRETARIES
IN GRADES GS-08 THROUGH GS-11

INSTRUCTIONS: Below are listed factors of performance, skills, personal traits, and potential. Employees are to be evaluated for performance and potential in comparison with others at the same grade level. The rater should evaluate a factor with a score from 1 to 9 points and record the point value on the rating worksheet after the factor. Each descriptive sentence has an assigned value in ascending order. Odd numbered ratings of 1, 3, 5, 7, and 9 are also encouraged where the evaluation varies from the descriptive sentence.

1. TECHNICAL ABILITY: The degree to which an individual has mastered the technical skills required by the job.
 - 2 Lacks some basic technical knowledge or skills required by the job.
 - 4 Has the basic technical knowledge and skills required by the job.
 - 6 Has technical knowledge and skills beyond requirement of the job.
 - 8 Has exceptional technical knowledge and skills.
 - ☐ Typing
 - ☐ Dictation (Transcription from shorthand, dictaphone, etc.)
 - ☐ Proofreading and editing
 - ☐ Operation of office equipment as appropriate (Copying machines, text editing equipment, terminals, microform, reader/printers, etc.)
2. OFFICE MANAGEMENT SKILLS: The degree to which an individual manages daily office operations.
 - 2 Lacks some basic technical knowledge or skills required by the job.
 - 4 Has the basic technical knowledge and skills required by the job.
 - 6 Has technical knowledge and skills beyond requirement of the job.
 - 8 Has exceptional technical knowledge and skills.
 - ☐ Records management (Filing, retrieval, and records retirement)
 - ☐ Knowledge and application of office procedures, regulations, correspondence format, etc.
 - ☐ Telephone and receptionist techniques.
 - ☐ Guiding and monitoring work of junior secretaries.
 - ☐ Scheduling of appointments, meetings and conferences.
 - ☐ Awareness of NFAC operations.

3. PRODUCTIVITY: The degree to which the individual's work satisfies component standards as to accuracy, completeness, and timeliness with minimum supervision and within the constraints of assets and information.
 - 2 Often misses deadlines and/or provides finished products which are in some way deficient.
 - 4 Meets basic requirements.
 - 6 Completes assignments accurately and professionally well within established deadlines.
 - 8 Is more productive than others in similar tasks and/or completes assignments accurately in advance of deadlines and takes on additional tasks.
4. ABILITY TO WORK UNDER PRESSURE: The capability of an individual to work effectively and efficiently under pressures of time, crisis or sustained high-volume activity.
 - 2 Unable to perform adequately under pressure.
 - 4 Performs adequately under stress situations.
 - 6 Maintains poise under time and high-volume pressure: a very effective and efficient performer.
 - 8 Performs in an outstanding manner regardless of circumstances or time.
5. JUDGMENT: The degree to which the individual makes sound recommendations and effective decisions, including whether or not an issue is deserving of attention at a higher management level.
 - 2 Prefers to defer to the judgment of others.
 - 4 Generally makes good decisions or recommendations.
 - 6 Considers the facts carefully and effectively. Decisions and recommendations are well conceived and timely.
 - 8 Individual's judgment is superior. Can be completely relied upon to exercise sound judgment.
6. RESPONSIBILITY/INITIATIVE: The readiness with which an individual organizes, devises and undertakes action.
 - 2 Believes others are better qualified to take responsibility and will not act unless asked to do so.
 - 4 Accepts responsibility within well-defined limits.
 - 6 Receptive to added responsibility and has the confidence and capability to handle it well.
 - 8 Seeks additional responsibility and displays an outstanding ability to follow through.

7. CREATIVITY/INNOVATION: The degree to which the individual develops or suggests new ideas.
- 2 Accepts status quo or depends on others for ideas.
 - 4 Makes occasional suggestions for new approaches in work.
 - 6 Often suggests and/or employs new approaches and innovative techniques to old and new problems.
 - 8 Imaginative, resourceful, and exceptionally able to blend old and new; an effective idea person with follow through.
8. INTERPERSONAL RELATIONS: The degree to which the individual successfully relates to and works with subordinates, peers, supervisors, managers and counterparts in other organizations.
- 2 Exhibits little interest in working with others or is often ineffective in relationships.
 - 4 Works well with others.
 - 6 Sensitive to the concerns of others; relates well - stimulates rapport.
 - 8 Exceptionally effective in personal relations at all levels.
9. POTENTIAL: The capacity for further development, growth and advancement.
- 1 Is at or near full potential.
 - 2 Prospects for advancement remote.
 - 3 Advancement to a higher grade doubtful in view of competition.
 - 4 Probably has the capacity for further growth. Possibly capable of advancement to next grade.
 - 5 Probably capable of advancement to next grade.
 - 6 Certainly capable of advancement to next grade.
 - 7 Certainly capable of advancement to next grade, possibly higher.
 - 8 Certainly capable of advancement to next grade, probably higher.
 - 9 Outstanding capacity for growth and development in assignments of greater responsibility.

GS-08 THROUGH GS-17

DATE PREPARED: _____

[illegible]


NFAC NOTICE
20-41

NFAC N 20-41
22 November 1978

Announcement of Temporary Assignment to Key Position
Office of the Director, NFAC

In the temporary absence of the Director, NFAC, Dr. Sayre
Stevens is designated Acting Director, NFAC, for the period
24 November through 3 December 1978.

STATINTL



Robert R. Bowie
Director
National Foreign Assessment Center

Distribution A (1-6)

NFAC NOTICE
NO. 20-43

NFAC N 20-43
1 December 1978

NATIONAL FOREIGN ASSESSMENT CENTER
ADVANCEMENT OPPORTUNITIES PROGRAM (AOP) IV

1. The National Foreign Assessment Center and its predecessor has conducted three Advancement Opportunities Programs. AOP I was completed in August 1976, AOP II was completed May 1977, and AOP III is currently underway. A fourth program, AOP IV, is about to be launched.

2. This program is one facet of an ongoing NFAC-wide effort to encourage and facilitate upward mobility for employees in clerical, technical, or paraprofessional positions who have the desire and the potential to develop professional skills and qualifications. Some NFAC offices also have their own upward mobility programs.

3. The objective of the AOP is to identify those employees who have the interest, aptitude, potential, and motivation for advancement into professional assignments and to give them an opportunity to be considered and selected for professional assignment that will provide long-term advancement opportunities. Those selected will undertake a formal academic program or highly specialized training in order to achieve this objective.

4. Program Eligibility--The AOP is open to all NFAC clerical and technical employees who have three or more years' Agency experience (by 5 January 1979). Employees previously certified who wish to participate in AOP IV must reapply.

5. AOP Positions--Ten positions have been selected for AOP IV. See Tab A for job descriptions, qualifications, requirements, and training plans for these positions.

6. AOP Panel--The AOP Panel consists of representatives from each NFAC component to monitor the program. Members of the Panel are listed at Tab B. Each AOP Panel Representative from each office will, in conjunction with office Personnel Officers, provide guidance during the application process, serve as the AOP counselors in that office, interview supervisors of the applicants, and recommend to office Career Service Panels those individuals who should be considered for the AOP. The AOP Panel as a group will review quarterly progress reports and will also provide overall review of the program.

7. Selection Process

a. Individuals interested in AOP will not initially apply for a specific vacancy but will apply to participate in the program. Those interested in applying for AOP IV should submit the form attached as Tab C to their Personnel Officer as soon as possible, but no later than 5 January 1979.

b. The office Personnel Officers and the office Panel Representatives will interview applicants and their supervisors, and will schedule the Differential Aptitude Test (DAT) if necessary. Those interested in vacancies requiring the Brandon-Wolfe test should also arrange to be tested as soon as possible.

c. The results of the interviews and testing, the individual's past and present performance, and his/her demonstrated motivation to acquire further training will be used by office Career Panels in certifying applicants for the AOP. Panels will forward the names of AOP candidates to the NFAC Administrative Staff no later than 9 February 1979. Individuals not certified by their Career Service Panel will be notified in an interview with their office AOP Panel Representative and/or Personnel Officer.

d. All employees who are certified by their Career Service Panels will attend a workshop in which supervisors who have the AOP vacancies will describe the positions and answer questions. After attending the workshop and consulting with their Personnel Officer and Panel Representatives, employees may apply for one or more (but not more than three) of the positions described at Tab A.

e. The AOP Panel will review and forward all applications to the supervisors who have AOP vacancies.

f. Supervisors will be required to interview at least three of the applicants for the position, but are encouraged to interview more.

g. The supervisor will forward the recommendation for selection to the NFAC AOP Panel which will review all selections before forwarding them to the Director, NFAC for final approval.

h. The Director, NFAC will notify all applicants in writing whether or not they are selected. Those selected will move into their new positions by 30 April 1979.

i. The names of those not selected for a specific job vacancy will be entered in an "AOP Skills Bank." Their qualifications will be circulated within 60 days among NFAC offices in an effort to locate positions that will offer broader opportunities. Their names and qualifications will be held in the "AOP Skills Bank" for reference if an appropriate position becomes available. Offices will be asked in six months to again review the qualifications of those in the "AOP Skills Bank."

8. Letter of Instruction (LOI) and Training Plan--In early April the supervisor will, in consultation with the Trainee, prepare an LOI and a tailored training plan which reflects the nature, content, and extent of all anticipated training during the year. The LOI and Training Plan must be forwarded to the NFAC AOP Panel for review by 24 April 1979--trainees will receive approved LOI and Training Plan on reporting date. NFAC offices are prepared to support all job-related academic training taken after duty hours.


9. Quarterly Reports--The Supervisor and the Trainee will each submit a quarterly progress report to the NFAC AOP Panel through the NFAC Administrative Staff. The Panel Representatives from the Trainee's new office of assignment will meet with his/her Trainee(s) following receipt of these reports. The Panel may schedule meetings with Trainees during any part of the training period.

10. Counseling--If a Trainee needs advice or assistance or does not want to discuss a problem with the supervisor, the Trainee may consult with the Personnel Officer or an AOP Panel Representative. If necessary, these officers will bring the problem to the attention of the NFAC AOP Panel. If the Trainee is not compatible with the new position or is unable to meet the positions requirements, the Panel will attempt to place the Trainee in another AOP position if one is available or the Trainee will return to the parent office to a position at his/her same grade level.

11. Conversion to Professional Status--In general the training period for AOP Trainees will be one year. Depending on the Trainee and the position, this period could be reduced or extended. When the supervisor feels that the Trainee is able to compete with professional employees in similar positions, the Trainee will be converted, if appropriate, to the new career service and assigned to a professional position.

12. Individuals interested in making application for the program should submit the form attached as Tab C to their Personnel Officer, as soon as possible, but no later than 5 January 1979.

STATINTL


Sayre Stevens
Acting Director
National Foreign Assessment Center

Attachments:

- Tab A -- AOP Vacancy Notices
- Tab B -- AOP Panel Members
- Tab C -- Application for AOP

AOP VACANCY NOTICE

POSITION TITLE

Intelligence Analyst (Trainee)

OFFICE/LOCATION:

Office of Regional &
Political Analysis
Middle East Division
Headquarters Building

JOB DESCRIPTION:

ORPA's Junior Intelligence Analysts are highly valued professional employees and the Office maintains one or more positions for persons performing this function in most of its divisions. The role of the incumbent is to gather the initial body of information required for various intelligence analysis projects, to maintain a watch for new data relevant to these projects, to provide statistical compilations and computer-based record searches, and to write preliminary assessments which can be incorporated into larger studies being prepared for publication. The effective performance of this role is highly valued by the Office because it maximizes the time available to Senior Analysts to concentrate on their primary responsibilities for the analysis of foreign political developments and the writing of finished intelligence products.

The job being offered in this case is in ORPA's Middle East Division. An applicant for this post should expect to work closely with the Division's Analysts, the majority of whom are experienced officers in the GS-13 to GS-15 grade range. He or she should also have or be able to acquire a general knowledge of Middle Eastern politics and the key sources of information on this subject area.

This position offers the opportunity for further advancement to a position as a professional Analyst. In order to make this transition, however, and to subsequently compete with other ORPA analysts--who typically hold advanced degrees--the applicant should have completed, be undertaking a college degree program, or be willing to enroll in such a program.

QUALIFICATIONS:

(a) Interest in and willingness to acquire a basic knowledge of Middle Eastern politics.

(b) Ability to work closely and well with more senior persons, to follow instructions, and to take initiative when necessary.

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(c) Interest in or willingness to learn research support skills including reference searches, bibliographic compilations, and precis drafting.

(d) Interest in and some skill in writing. This can be augmented by training as deemed necessary.

TRAINING:

Training will be primarily on the job. Certain internal training courses to sharpen research skills, such as writing, briefing, basic ADP, will be scheduled. As stated above, trainees not already holding a baccalaureate degree will be expected to complete a degree program in a related field at a local university (most courses sponsored by NFAC).

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AOP VACANCY NOTICE

POSITION TITLE:

Computer Programmer (Trainee)

OFFICE/LOCATION:

Office of Central Reference
Support Services Division
Headquarters Building

JOB DESCRIPTION:

The incumbent will serve as a computer programmer trainee involved in supporting information storage and retrieval systems such as RECON, AEGIS, and Interim SAFE. Upon completion of training, the individual will be required to translate program specifications to computer logic, prepare program instructions and test the operation for accuracy. The incumbent would also be responsible for the maintenance and updating of production programs.

As the individual grows beyond the trainee level, he/she may participate in the systems analysis process to develop and test new concepts of information handling and design means of implementing them. Computer programmers are often called on to prepare technical papers, present briefings, participate on working groups and train users in system operations.

QUALIFICATIONS:

- (a) Score of 85% on the Aptitude Assessment Battery: Programming test (also known as Brandon-Wolfe test).
- (b) A demonstrated interest in information processing, computers, or automation.
- (c) Ability for working with details.
- (d) Ability to express ideas clearly in oral and written communications.
- (e) Be willing to undertake sustained training of technical nature (including evening courses at local universities).
- (f) College level courses in basic algebra, statistics, economics, and accounting are desirable but not mandatory.

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TRAINING:

Upon acceptance, the incumbent will be enrolled in the Data Processing Program of a local college or university. Courses selected from this curriculum will be designed to provide the essential foundation in computer technology for entry-level programmers. Formal training courses (day or evening) and individual study assignments will be scheduled with work assignments selected to familiarize the incumbent with various aspects of information processing activities. Successful completion of each course is necessary to continue in the training program. Upon completing the formal training, the incumbent will be assigned as a programmer trainee under the supervision of a senior programmer and will be expected to code, debug, and document computer programs of simple to moderate complexity. The training period for this position is 18 to 24 months depending on the trainee's background and course availability. All training for this position will be sponsored by NFAC.


AOP VACANCY NOTICE

POSITION TITLE:

Librarian (Trainee)

OFFICE/LOCATION:

Office of Geographic &
Cartographic Research
Map Library Division
Processing Branch



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JOB DESCRIPTION:

The Processing Branch is responsible for cataloging and disseminating foreign-produced maps, atlases and guidebooks, and for preparing the cataloging data for filing into an automated bibliographic storage and retrieval system. The incumbent will serve as a librarian trainee and specific duties will include:

- a. Determining the title, publisher, scale, date, area and subject of a map or publication and designating the area code necessary to reflect the geographic area depicted by the map or publication.
- b. Consulting various sources to establish map publishing authorities and entering the information into the data base.
- c. Translating foreign language items for title, publisher, scale, date, area and subject depicted.
- d. Assigning proper codes for various security classifications and controls.
- e. Searching files for earlier editions of all maps and publications cataloged and, if necessary, canceling the item from the loan collection and data base.

QUALIFICATIONS:

- a. College courses, experience or training in geography, cartography, or library or information science desirable but not mandatory. Ability to read a foreign language or use foreign language dictionaries for translation purposes will be considered a favorable factor.
- b. Some knowledge of the technical characteristics of maps, particularly map projections, scale concepts, map numbering schemes, grid systems, contouring, thematic map reading, and basic map terminology. Basic typing skills are desirable.
- c. Although the activity is essentially a desk job, there is frequent physical exertion required such as, stooping, lifting and using mobile ladders.

TRAINING:

On-the-job training will be supplemented by the formal training program outlined below.

- a. Introduction to Electronic Data Processing (EDP)
- b. Basic Variable Machine (VM)
- c. Appropriate language training

It is also expected that the trainee will initiate a program of after-duty hours education at one of the local colleges or universities to acquire formal training in geography, cartography, or library or information science. (All courses sponsored by NFAC.)

AOP VACANCY NOTICE

POSITION TITLE:

Imagery Analyst (Trainee)


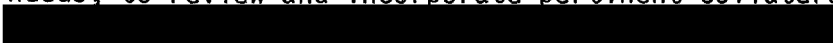
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OFFICE/LOCATION:

Office of Imagery Analysis
Economic Resources Division
Basic Industries Branch


JOB DESCRIPTION:

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The Basic Industries Branch produces studies of Soviet and Chinese industrial facilities . The person selected will serve as an imagery analyst responsible for certain of these industrial facilities. Studies are requested by consumers (e.g., the Office of Economic Research) and assigned to an imagery analyst by his/her supervisor. The imagery analyst is expected to communicate with the requester to ensure full understanding of the requester's needs, to review and incorporate pertinent collateral and technical information  in the analysis, and to coordinate with other imagery analysts if necessary. The analyst is also expected to work closely with his/her supervisor to ensure that reports are accurate, complete, framed in the proper context, and written in accordance with the Office publication guidelines. On occasion, the analyst may also be called upon to present the results of his/her analysis in a briefing.

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The analyst is expected to develop expertise in assigned areas of responsibility, and develop comprehensive all-source files on those areas.

QUALIFICATIONS:

- (a) Ability to solve problems and complete tasks requiring precision and attention to detail.
- (b) Ability to write well and communicate well orally.
- (c) College work, experience, or training in photo interpretation, photogrammetry, map-reading, cartography, photography, surveying or urban planning desirable but not mandatory.

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TRAINING:

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Extensive on-the-job training will be provided. Subject will be required to attend a basic photo interpretation course conducted by the National Photographic Interpretation Center [REDACTED] This course will last about 15 weeks. Other formal training related to writing and briefing improvement and orientation to NFAC and CIA structure will be provided. Subject will also be expected to take after-duty-hours college courses (most of which will be sponsored by NFAC) leading to a degree, preferably in a field of engineering (e.g., industrial, electrical, or chemical engineering) or one of the earth sciences.

-2-

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AOP VACANCY NOTICE

POSITION TITLE:

Publications Officer (Trainee)

OFFICE/LOCATION:

Publications & Presentations Group
Product Design Branch
Headquarters Building

JOB DESCRIPTION:

The trainee's main duties will entail copy-editing several serial publications. This specialization will require adherence to deadlines and style standards that will instill disciplined work habits, but within a sufficiently narrow range of problems to foster mastery of the fundamentals of editing. A successful tour in this activity would be an ideal way to cross the bridge into general editing. An interim tour of four to six weeks in one of the NFAC offices' editorial units would be sought. Incumbent would be supervised by a senior editor to speed acquisition of the technical aspects of manuscript review and publication processing.

QUALIFICATIONS:

(a) Training - some college work and evidence of actively pursuing a degree, with better-than-average grades in liberal arts courses.

(b) Skills - Competent typist; knowledge of syntax, grammar and spelling (applicants will be given a portion of a standard SAT to help assess skill level).

(c) Work experience - familiarity with one or more substantive areas, such as economics, political science, geography, strategic matters, or one of the physical sciences.

(d) Personal attributes - ability to concentrate under pressure, reputation of giving more-than-average attention to detail, interest in the written word, personality with which writer/clients would feel comfortable.

TRAINING:

Five weeks in proofroom, including one week on night shift; one week divided between make-up room and Registry and Dissemination Branch. This six-week period would provide the incumbent with a working knowledge of copy-editing, mark-up, and the NFAC Style Guide; provide sufficient perspective on the mechanics of printing and reproduction to make sound decisions at the editing stage; and give a feeling for the range of and audience served by NFAC publications. Incumbent would be expected to pursue after hours training at an appropriate academic level to add to knowledge of English language and editing skills under NFAC sponsorship.

POSITION TITLE:

OFFICE/LOCATION:

Intelligence Analyst (Trainee)

Office of Scientific Intelligence
Physical Science & Technology Division
Civil Systems Branch
Headquarters Building

JOB DESCRIPTION:

The incumbent's primary responsibility will be to assist Civil Systems Branch/PSTD in the analysis and production of finished intelligence in the areas of nonnuclear energy and energy-efficient industrial technologies. Under the supervision of a senior analyst, the incumbent will perform such duties as:

(a) Review and screen incoming intelligence for important information relevant to analysis of foreign energy and industrial developments.

(b) Prepare and maintain files on key foreign manufacturers, institutes, and personalities engaged in developments of improved industrial processes, conservation, and energy technologies.

(c) Assist in preparing collection requirements and finished intelligence.

(d) Conduct limited research on foreign industrial technologies and nonnuclear energy using information from all sources.

QUALIFICATIONS:

(a) Ability to work closely with senior analysts.

(b) Ability to communicate effectively in both oral and written forms.

(c) Interest in the engineering sciences, engineering economics, and energy conversion systems, preferably with some academic training in related fields.

(d) Some prior experience in an industrial environment and/or beginning professional level contact with the manufacturing-engineering community is desirable but not mandatory.

TRAINING:

Extensive on-and-off-the-job training will be necessary. Depending on the background of the individual selected internal courses may be required to make him or her more familiar with the Agency, the intelligence process, and analysis. The incumbent will be expected to enroll in an engineering/industrial degree program (most courses sponsored by NFAC) at a credited university while a trainee. He or she will also be expected to make orientation visits to major US manufacturing firms and possibly take industrial training courses for purposes of gaining direct exposure to industrial practices, research and development activities, and state-of-the-art applications.

AOP VACANCY NOTICE

POSITION TITLE:

Requirements Officer (Trainee)

OFFICE/LOCATION:

Requirements and Evaluation Staff
Headquarters Building

JOB DESCRIPTION:

The Requirements and Evaluation Staff assists NFAC analysts in developing and issuing intelligence information requirements and collection guidance, and evaluates collector responses to these requirements. The incumbent will serve as a requirements officer/trainee within the Requirements and Services Group, and will specialize in the development and coordination of intelligence information requirements for Soviet defectors and emigres. Specific duties will include: (1) screening incoming documents on defectors and emigres for their knowledgeability and routing them to appropriate NFAC analysts for requirements; (2) notifying analysts of source availability and scheduling meetings; (3) assisting other officers in the evaluation of defector and emigre reporting; (4) maintaining a newly-designed, computer based data system on Soviet defectors and emigres. The trainee will be required to have extensive contacts with NFAC analysts at all levels and be able to communicate with them effectively.

QUALIFICATIONS:

The applicant must have a keen interest in Soviet affairs and in applying automatic data processing techniques to information handling. The individual should also be able to work independently, use initiative, have an aptitude for working with people, and be able to communicate effectively both orally and in written form.

TRAINING:

On-the-job training will be supplemented as necessary with Agency courses in area familiarization, ADP systems, statistical applications, and the use of VM time-sharing systems. The candidate will be expected to enroll in an area university pursuing a degree (most training sponsored by NFAC) in Soviet/Eastern European affairs.

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AOP VACANCY NOTICE

POSITION TITLE:

10-Area Economics (Junior Analyst Trainee)

OFFICE/LOCATION:

Office of Economic Research
Latin America Branch
Headquarters

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JOB DESCRIPTION:

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The person selected will be responsible for (a) maintaining data on and analyzing trends in the national and external accounts [REDACTED]

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[REDACTED] and (b) helping to prepare written reports on [REDACTED]

STATINTL

[REDACTED] Latin America countries requiring use of these and similar data. Specific duties will include: (1) collecting data on national and external accounts for [REDACTED]

STATINTL

Latin American countries as required, (2) checking and interpreting the data, (3) helping to input the relevant data into [REDACTED] econometric models and other automated data bases, and (4) performing various statistical operations on the data. The person selected will be expected to exercise a substantial and increasing amount of independent judgement and initiative in performing these tasks.

QUALIFICATIONS:

- (a) Some understanding of fundamental economic concepts.
- (b) Some familiarity with economic statistics desirable.
- (c) Some familiarity with computer terminals desirable.
- (d) Ability and willingness to accept responsibility and exercise independent judgment.
- (e) Willingness to take additional training.

TRAINING:

Training during the first year will be largely in-house and will depend upon the prior preparation of the person selected. On-the-job training will be supplemented with formal OER computer and statistics courses. After the person selected has become experienced in his/her job, he/she will be expected to take courses in economics and expository writing at a local university and to pursue work, most courses under Agency sponsorship, leading to a degree in economics.

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2001/03/04 : CIA-RDP81B00701R000200310004-5

Approved For Release 2001/03/04 : CIA-RDP81B00701R000200310004-5

AOP VACANCY NOTICE

POSITION TITLE:

Intelligence Analyst (Trainee)

OFFICE/LOCATION:

Office of Weapons Intelligence
Programs Analysis Division
Current Intelligence Branch
Headquarters Building

JOB DESCRIPTION:

During the training period incumbent will learn the structure and substantive responsibilities of OWI, and will develop familiarity with several classes of weapon/space systems. After appropriate training, the incumbent will be responsible for maintaining computer files, and will work with experienced analysts to learn the routine operations of the Branch. As the incumbent develops in proficiency, he/she will be assigned to work with an experienced analyst in a specific substantive area. The incumbent is expected to become thoroughly acquainted with the characteristics, capabilities, limitations, and flight testing history of the weapons/space systems comprising that substantive area of responsibility. Ultimately, the incumbent will be expected to analyze the field reporting on flight test events as they happen, consult with his counterparts in other OWI Divisions, and write current intelligence articles on those events.

QUALIFICATIONS:

The incumbent must be highly motivated to pursue a career in technical intelligence analysis. The object of this position is to acquaint the incumbent with the kinds of analysis performed by OWI, to give a general understanding of the way in which that analysis is performed, and to help the incumbent decide which aspect of OWI analysis best fits long-range career interests. At the same time, the incumbent will have the opportunity to demonstrate the ability to conduct technical analysis.

TRAINING:

The incumbent will be expected to enroll in a local university to pursue a college degree (most courses sponsored by NFAC) in physics, math, or one of the engineering disciplines. The incumbent will be required to work in several different substantive areas in succession. Training in the following courses will be provided:

GIMS II for Users
Basic VM
Ballistic Missile Staff Course

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2001/03/04 : CIA-RDP81B00701R000200310004-5

Tab B

NFAC AOP Panel

STATINTL

<u>Office</u>	<u>Principal</u>	<u>Alternate</u>
OER		
OSR		
ORPA		
OWI		
OPS CEN		
OIA		
OSI		
PPG		
OGCR		
OCR		
RES		
O/NFAC (Representing "I" careerists in CS, NIO, CMX, and CRG)		

ADMINISTRATIVE - INTERNAL USE ONLY

APPLICATION

NFAC Advancement Opportunities Program

- I. Name of Applicant _____
EOD/CIA (mo., yr.) _____ DOB (mo., yr.) _____
Grade _____ Date of Grade (mo., yr.) _____
Office _____ Room Number _____ Extension _____
Present Position _____
Supervisor _____ Extension _____
- II. Education
- A. Educational Level Attained: _____
- B. Are you presently enrolled in a college or technical training course? _____
What course? _____ Where? _____
- C. Are you in a degree program? _____
If so, where? _____
- III. Why do you want to participate in the program? (Use additional paper if necessary.) _____

NFAC NOTICE
No. 20-44

NFAC N 20-44
8 January 1979

Announcement of Temporary Assignment to Key Position
Office of the Director, NFAC

STATINTL

STATINTL In the temporary absence of the Director, NFAC, [REDACTED]
[REDACTED] is designated Acting Director, NFAC, for the period
12 January through 15 January 1979.

STATINTL

[REDACTED]
Robert R. Bowie
Director
National Foreign Assessment Center

Distribution "A" (1-6)



NFAC NOTICE
No. N 20-45

NFAC N 20-45
22 December 1978

SUMMER EMPLOYMENT PROGRAM

Jack Blake noted at this morning's staff meeting that we still had openings in the Agency's summer employment program for children (17 or older) of overt employees. NFAC administrative offices have full details. Mr. Blake said he would keep the list open until 2 January and I encourage you to suggest nominees.

STATINTL

 
Robert R. Bowie
Director
National Foreign Assessment Center

Distribution "A" (1-6)


NFAC NOTICE
No. 20-47

NFAC N 20-47
10 January 1979

Announcement of Temporary Assignment to Key Position
Office of the Director, NFAC

In the temporary absence of the Director, NFAC, Dr. Sayre
Stevens is designated Acting Director, NFAC, on 11 January 1979.

STATINTL



Robert R. Bowie
Director
National Foreign Assessment Center

Distribution "A" (1-6)

NFAC NOTICE
No. 20-48

NFAC N 20-48
12 January 1979

Announcement of Assignment to Key Position
Office of Strategic Research

STATINTL

Effective 13 January 1979, [REDACTED] is designated
STATINTL Acting Director, Office of Strategic Research, vice [REDACTED]
[REDACTED] retiring.

STATINTL

[REDACTED]
John J. Hicks
Acting Director
National Foreign Assessment Center

Distribution "A" (1-6)

NFAC NOTICE
No. 20-54

NFAC N 20-54
22 March 1979

Announcement of Temporary Assignment to Key Position
Office of the Director, NFAC

STATINTL [REDACTED] is designated Acting Deputy Director, NFAC,
for the period from close of business 22 March through 26 March
1979.

STATINTL

[REDACTED]
John J. Hicks
Deputy Director
National Foreign Assessment Center

Distribution "A" (1-6)

NFAC NOTICE
NO. 20-55

NFAC N 20-55
30 March 1979

Announcement of Assignment to Key Position
Office of the Director, NFAC

STATINTL

Effective 2 April 1979, [REDACTED] is appointed
Executive Secretary to the NFAC Production Board.

STATINTL

[REDACTED]
Robert R. Bowie
Director
National Foreign Assessment Center

Distribution "A" (1-6)

NFAC NOTICE
No. 20-56


NFAC N 20-56
17 April 1979

OPEN FORUM MEETING FOR
SENIOR SECRETARIES

1. The NFAC Senior Secretarial Panel (SSP) was formed in the late summer of 1978 to control and manage the secretarial positions in grades GS-08 and above in the Center. Since that time, the SSP has established policies and procedures for carrying out its responsibilities in this regard. It has completed its comparative evaluation and ranking of NFAC's senior secretaries, made recommendations for promotion and selected candidates to be interviewed for vacancies in grades GS-08 and above in NFAC. The SSP has also engaged in some career counseling activities upon request.

2. The SSP would like to invite all senior secretaries in NFAC to attend an open forum meeting at 2:00 p.m. on 10 May 1979 in Room GA-13, Headquarters Building. The Panel plans to review its activities at this meeting and to solicit questions on those activities and recommendations on how they might change or improve their procedures. The SSP believes this sort of exchange can be very beneficial to both the Panel and the members of the NFAC senior secretarial career service and thus urges all senior secretaries to attend. The SSP also invites any interested or affected grade GS-07 secretaries in NFAC to participate in the meeting. The Panel suggests that those planning to come to the meeting review the series of NFAC notices related to its establishment, policies and procedures. These are NFAC N 20-8, dated 9 August 1978, NFAC N 20-39, dated 17 November 1978 and NFAC N 20-40, also dated 17 November 1978.

STATINTL


John J. Hicks
Deputy Director
National Foreign Assessment Center

ADMINISTRATIVE - INTERNAL USE ONLY

Distribution "A" (1-6)

NFAC NOTICE
No. 20-64

NFAC N 20-64
16 May 1979

Announcement of Temporary Assignment to Key Position
Office of the Director, NFAC

STATINTL

[REDACTED] is designated Acting Deputy Director,
NFAC, for the period 17 May through 20 May 1979.

STATINTL

[REDACTED]
John J. Hicks
Deputy Director
National Foreign Assessment Center

Distribution "A" (1-6)

NFAC NOTICE
No. 45-1

NFAC N 45-1
11 August 1978

NFAC CONTRACTING PROCEDURES

As the NFAC external research program grows, NFAC analysts are more and more required to deal directly with outside contractors. It is absolutely essential that we scrupulously adhere to the Agency regulations when dealing with contractors.

Procurement

Procurement authority in the U.S. Government is highly centralized. Within the Agency the DCI's procurement authority is vested in the Director of Logistics. He in turn has delegated this authority to contracting teams in the DDS&T and NFAC and to his own Procurement Division. In NFAC only the Chief, NFAC Contracting Team, may authorize procurement of goods and services and sign contracts to this end. Anyone else authorizing such procurement may well be personally liable for the expenses incurred. Furthermore, as a normal rule costs incurred by a contractor outside the contract period will not be reimbursed. In the rare case where such costs must be incurred, it may only be done with the full knowledge of the Associate Director for Management, NFAC and the Chief, NFAC Contracting Team.

Security

It is also important that NFAC personnel be aware of the basic security rules in dealing with contractors. Before initiating any form of contact with commercial firms, universities, or institutions when the purpose is possible procurement contracts, whether classified or unclassified, NFAC personnel will consult with the NFAC Contracting Team Security Officer (in the case of external research) or Security Staff, Office of Logistics (all other procurements). This consultation is essential to ensure that mail, phone, and personal contacts are made in a manner consistent with the proposed sterility of the contemplated procurement action. It is also important to identify key contractor personnel as early as possible because of the time involved in security clearances.

STATINTL


Associate Director-Management
National Foreign Assessment Center

Distribution "A" (1-6)

ADMINISTRATIVE - INTERNAL USE ONLY

NFAC NOTICE
No. 50-1

NFAC 50-1
16 February 1978

RELEASE OF INFORMATION TO THE PUBLIC

STATINTL

References: (a) [REDACTED] 23 August 1977
(b) Director, NFAC, Memo "Authority to Act on Freedom of Information and Executive Order 11652 Requests," dated 10 November 1977

1. The Privacy Act, E.O. 11652, and especially the Freedom of Information Act are imposing a growing workload on NFAC components. The NFAC objective is to process each request in a cost effective, thorough and expeditious manner and to prevent the inadvertent release of material properly classified or material that should be withheld for other reasons. Consequently, NFAC employees responsible for responding to such requests should thoroughly familiarize themselves with established Agency procedures as published in [REDACTED] STATINTL

2. The following guidelines will govern the handling of FOIA, PA and E.O. 11652 requests in NFAC:

- All requests from the public for information or documents are to be funneled through the Information and Privacy Staff, DDA. Components that receive telephone or "in person" requests should refer the requester to the Coordinator, IPS.
- Requests received in IPS that involve NFAC components will be routed to the NFAC/FOIO for action. Component FOIO's receiving requests directly from IPS will inform the NFAC/FOIO before any action is taken.
- The NFAC/FOIO will review requests for completeness and clarity and, if necessary, advise IPS that action copies should also be addressed to other NFAC components not on the original routing.
- Upon receipt, the component FOIO will assign the request for action within the component ensuring that all potentially relevant files are searched.

-- The search should be completed as quickly as possible and a response prepared in accordance with procedures outlined in Chapter III of [REDACTED] STATINTL

-- If classified documents are to be released in their entirety or in a sanitized form, or if the pertinent documents are to be denied, the covering memo or review sheet accompanying the response must include the signature of an authorized reviewing officer in the action component. Only those officers in the positions listed in reference (b) (copy attached) are authorized to take such action. This authority may not be further delegated. In the case of requests for National Intelligence Estimates or other documents prepared under NIO auspices, the Associate Director for Substantive Support will serve as NFAC's authorized reviewing officer.

-- The completed response should be carefully reviewed by the component FOIO and forwarded to IPS via the office of the NFAC/FOIO. Responses received in IPS without the signature of an authorized reviewing officer and the initials of the NFAC/FOIO will be returned to the sender.

-- Requests that seem unreasonable or involve the release of potentially sensitive materials should be brought to the immediate attention of the NFAC/FOIO. The NFAC/FOIO should also be informed if it is known that relevant materials are available in the files of another Agency component or directorate.

-- It is recommended that component FOIO's retain a file copy of the request and, if practical, copies of the documents or a bibliography of such documents that were forwarded with the response. Retaining such a file may prove time saving should the case reach either the appeal stage or litigation.

STATINTL

3. The above listed guidelines do not replace but merely supplement the more in-depth procedural guidance contained in [REDACTED]. Questions concerning policy matters or issues peculiar to NFAC should be directed to the NFAC/FOIO.

STATINTL

[REDACTED]
Robert R. Bowie
Director

National Foreign Assessment Center

Distribution "A" (1-6)

10 NOV 1977

MEMORANDUM FOR: See Distribution

SUBJECT : Authority to Act on Freedom of Information and
Executive Order 11652 Requests

REFERENCES : (a) DCI Memorandum dated 6 February 1975, Dele-
gation of Authority under Freedom of Informa-
tion and Executive Order 11652

STATINTL (b) [REDACTED] dated 30 January 1976
(c) [REDACTED] dated 9 March 1977

Pursuant to the authority delegated to me by the Director, I hereby delegate to each addressee the authority to release documents and records and portions thereof, and to deny and withhold documents and records and portions thereof, under the Freedom of Information Act, Executive Order 11652 and applicable regulations and policies. This authority may not be further delegated.

STATINTL

[REDACTED]
Robert R. Bowie
Director
National Foreign Assessment Center

Distribution: Deputy Director, National Foreign Assessment Center
Associate Director-Management, National Foreign
Assessment Center
Associate Director-Substantive Support, National
Foreign Assessment Center
Director, Office of Imagery Analysis
Deputy Director, Office of Imagery Analysis
Director, Office of Geographic and Cartographic
Research
Deputy Director, Office of Geographic and Cartographic
Research
Director, Office of Central Reference
Deputy Director, Office of Central Reference
Director, Office of Economic Research
Deputy Director, Office of Economic Research
Director, Office of Strategic Research
Deputy Director, Office of Strategic Research
Director, Office of Regional and Political Analysis
Deputy Director, Office of Regional and Political
Analysis
Director, Office of Scientific Intelligence
Deputy Director, Office of Scientific Intelligence
Director, Office of Weapons Intelligence
Deputy Director, Office of Weapons Intelligence
Director, CIA Operations Center
Deputy Director, CIA Operations Center
Chief, Publications and Presentations Group
Deputy Chief, Publications and Presentations Group
Chief, Current Reporting Group
Deputy Chief, Current Reporting Group
Executive Officer, National Foreign Assessment Center
Chief, SALT Support Staff
Freedom of Information Officer, National Foreign
Assessment Center
Deputy Chief, SALT Support Staff

NFAC NOTICE
No. 50-2

NFAC N 50-2
11 September 1978

RESPONSIBILITIES OF THE COORDINATOR FOR
ACADEMIC RELATIONS AND EXTERNAL ANALYTICAL SUPPORT

Recission: DDI N 50-66, 17 June 1974

The Coordinator for Academic Relations and External Analytical Support and the Associate Coordinator are charged with stimulating and facilitating professional contacts between NFAC and the US academic and private research communities. They act as the principal representatives of the Director, NFAC, for liaison with academic institutions, research centers, and individual scholars. They have general responsibility for coordinating consultations between NFAC personnel and outside scholars and for advising on external research undertakings with academics or academic institutions. The academic relations staff maintains information about these activities, provides advice to NFAC personnel who may wish to contact outside scholars or research centers, assists in arranging for external analytical support, and coordinates these activities, when necessary, among NFAC components.

As CIA representative on the Interagency Committee on Foreign Affairs Research, the Academic Coordinator reviews all contract proposals for external foreign affairs research as defined in Section B. The academic relations staff will act as the secretariat for the NFAC Senior Review Panel, and coordinate the Scholar-in-Residence and similar programs. The Coordinator chairs the NFAC Academic Relations and External Analytic Support Committee, with representatives of NFAC offices and staffs, in order to maintain effective communications in these and related areas.

These guidelines supersede previous DDI and NFAC procedures and policies and supplement appropriate Headquarters regulations.

A. CONSULTANTS

1. The Coordinator for Academic Relations is responsible for assuring that all NFAC consultants are dealt with in conformance with [REDACTED] and other directives, for coordinating consulting arrangements, and for maintaining central records on all NFAC consultants.

STATINTL

2. The academic relations staff and the NFAC Administrative Staff provide support to National Intelligence Officers in establishing and maintaining consulting arrangements. NFAC offices and staffs may independently administer and process consultants who provide advisory services primarily or exclusively to them, in consultation with the academic relations staff and the NFAC Administrative Staff.

3. NFAC officers and components interested in using consultants should communicate with the Coordinator for Academic Relations for information and advice on the required procedures before commencing any other action, and should keep the Coordinator apprised of all contacts with prospective consultants and of meetings and other developments in relationships with current consultants. STATINTL

4. A consultant is defined in part in [REDACTED] as an "individual with unusual or special skills, knowledge, or experience who is engaged to serve the Agency in an advisory capacity." All consultants must be approved by the DCI and hold Top Secret clearance. Members of NFAC advisory panels must be processed as consultants according to these provisions. Outside specialists needed to provide one-time or occasional advisory services at the Secret level or below may be processed according to the provisions in Section C below.

5. The Coordinator for Academic Relations is responsible for assisting the Director, NFAC, in preparing the required annual report, during the month of July, of all consulting relationships.

B. CONTRACTS FOR EXTERNAL FOREIGN AFFAIRS RESEARCH

1. The Coordinator for Academic Relations and External Analytical Support must be informed about all foreign affairs external research projects sponsored by CIA. Such projects are defined, in part, as research programs and studies in the social and behavioral sciences dealing with international relations or with foreign areas and peoples, whether conducted in the US or abroad, classified and unclassified.

2. The Coordinator is responsible for assuring that all foreign affairs external research is performed in compliance with Presidential and NSC directives that require:

a. The State Department to review and clear all proposals for such research if at any stage the research may involve foreign travel or contact with foreign nationals in the US or abroad, or if the research could have adverse effects on US foreign relations;

b. The State Department be informed of all research projects as defined in paragraph 1 within ten working days after the awarding of a contract or grant;

c. The State Department be provided with three copies of the finished products of such research;

d. Representatives of the Interagency Committee on Foreign Affairs Research (the Coordinator for Academic Relations is CIA's representative) supply the State Department with annual funding information on their agencies' programs, serve as facilitators of cooperative projects, and are otherwise available for consultation on matters of interagency cooperation.

3. Research proposals that may be construed to be within the scope of the definition in paragraph 1 above must be reported to the Coordinator for Academic Relations before contracts are awarded. Memoranda should include the title and description of the project, methodologies to be employed, the countries or regions covered, the names of the contractors and principal researchers, the estimated cost of the research, classification, and information about any discussions that may have been held about the project with US diplomatic missions. If the project involves field work abroad, details about when, where, and with whom should be included.

4. The Coordinator for Academic Relations will report such proposals to the Department of State as required, following approval by the AD-M, and will report the results of the review process to the AD-M and sponsoring officials.

5. NFAC offices, staffs, and National Intelligence Officers will report all other foreign affairs external research projects as defined in paragraph 1 to the Coordinator for Academic Relations within five working days after contracts have been approved. The Coordinator will be responsible for properly advising the Department of State, with AD-M concurrence.

6. Four copies of each completed research project as defined in paragraph 1 will be provided to the Coordinator.

C. INDEPENDENT CONTRACTORS FROM ACADEMIA

1. Office directors, staff chiefs, and NIOs approve other arrangements in NFAC in which a fee or other remuneration is paid for services rendered by individuals affiliated with academic

institutions. Guest speakers, persons providing *ad hoc* advisory services, and specialists under contract for research or other purposes are included.

STATINTL

2. Approvals by the Director of Personnel, and, when applicable, the Deputy Director for Administration and the Director of Security will be requested by memorandum in accordance with procedures described in [REDACTED]

3. These memoranda require the concurrence of the AD-M, and should be routed through the Coordinator for Academic Relations, the NFAC Administrative Staff, and the NFAC Security Officer. They should include the names and academic affiliations of prospective independent contractors, an estimate of the total cost of a meeting, the place and purpose of the meeting, security clearances required and other relevant information.

4. The academic relations staff will provide advice about prospective independent contractors from the academic and private research communities and information about any previous services they may have provided NFAC components. It will also assist NFAC officers and components to arrange meetings with outside specialists on request.

5. The NFAC Security Officer will arrange for clearances when necessary and for access to Agency buildings.

D. ATTENDANCE AT ACADEMIC AND PROFESSIONAL MEETINGS

1. Office directors, staff chiefs, and National Intelligence Officers approve travel to and attendance at professional association meetings and other academic gatherings (conferences, conventions, seminars, symposia, etc.) in the US as *budget limitations permit*. The AD-M should be notified at least four weeks in advance of major conferences, or at least one week prior to meetings that allow less lead time. Memoranda (sample at Attachment A) should be routed through the NFAC Security Officer and the Coordinator for Academic Relations.

2. NFAC employees are encouraged to attend meetings of academic and professional organizations which will help to keep them abreast of developments in their fields. In approving attendance sponsored by the Agency, the following factors should be considered:

a. Repeated attendance at annual meetings. Some meetings are of value to an individual only once in several years. If this is the case, other individuals should be offered the opportunity to attend.

b. The number of NFAC personnel attending a conference should not be disproportionate in relation to the total number of attendees or the number of Agency personnel assigned to a specialty.

c. Membership. Does the individual show enough interest to be active or retain membership in the association sponsoring the conference?

d. Benefit to the Agency and to the individual as an Agency employee.

3. Memoranda to the AD-M concerning attendance at professional and academic meetings should include the following information: name, location, duration, and cost of attending the meeting; name, grade, and position of the person attending; and whether the person is a member of the sponsoring organization.

4. NFAC personnel whose attendance at such meetings is sponsored by the Agency are expected to identify their affiliation openly. Any exceptions should be noted and approval requested.

STATINTL

5. Attendance at international conferences must conform with
[REDACTED]

E. SPEAKING ENGAGEMENTS BEFORE ACADEMIC GROUPS

1. NFAC personnel are encouraged to accept invitations to make unclassified substantive presentations before academic audiences. Requests to do so will be submitted at least one month in advance to the AD-M for approval, and routed through the office director, staff chief, or National Intelligence Officer, the NFAC Security Officer, the Director of Security (Attn: OS/EAB), and the Coordinator for Academic Relations. An information copy will be provided to the Director of Public Affairs.

2. Memoranda (Attachment B) requesting approval to speak on campus and for travel and other expenses should include information about the time, place, sponsor, and other relevant information about the proposed appearance; identification of the academic point of contact; and an estimate of the total cost (if any) to the Agency. The text of the presentation should be included for review and approval prior to any distribution outside the Agency. If a presentation is to be extemporaneous, an outline or a description of the proposed talk should be included.

3. As a general rule, NFAC speakers will confine themselves to specific topics or areas in which they have substantive competence.

4. Presentations should be in response to requests initiated by academic institutions or faculty members. Agency regulations prohibit personnel from soliciting or initiating speaking engagements for themselves or other officers. Honoraria or other fees may not be accepted when a speaker appears in an official capacity.

5. There should be an explicit understanding between the NFAC officer and his academic contact about the subject matter of the presentation, the size and composition of the audience, and other ground rules. Presentations should be off the record, with no media coverage or special publicity. The optimum setting is the classroom, and, as a general rule, large scale gatherings open to the general public should be avoided.

F. REQUEST TO PRESENT A PAPER OR PARTICIPATE ON A PANEL

1. NFAC specialists are encouraged to participate as speakers, commentators, etc., on panels at meetings of academic and professional associations.

2. Procedures for requesting approval are the same as in Section E above. Memoranda should include information about the time, place, and nature of a meeting; the title, composition, and objective of the panel; the estimated total cost to the Agency of participation; and other relevant information. A copy of the paper should be included for review and approval prior to any distribution outside the Agency.

G. REQUESTS TO PUBLISH

STATINTL

1. See [REDACTED] 23 June 1977.

2. In addition, an information copy of the memorandum requesting approval should be sent to the Academic Coordinator.

H. REQUESTS TO TEACH

NFAC officers wishing to teach courses at institutions of higher education should request AD-M approval and concurrence by the Coordinator for Academic Relations and the Office of Security at least a month in advance.

STATINTL

[REDACTED]
Robert R. Bowie
Director,

National Foreign Assessment Center

Distribution "A" (1-6)

S A M P L E

ATTACHMENT A

MEMORANDUM FOR: Associate Director-Management, NFAC
THROUGH : Coordinator for Academic Relations, NFAC
SUBJECT : Agency Personnel Attending Professional
Meetings/Conferences

The following is provided for your information:

Meeting/Conference:

Title:
Location:
Duration (Dates):
Cost:

Attendees(s):

Name:
Grade:
Position:
Identified as CIA:
Member:
Agency-sponsored:

/signed/

Office Director, NIO, Staff Chief

S A M P L E

ATTACHMENT B

MEMORANDUM FOR: Associate Director-Management, NFAC

SUBJECT : Request to Speak Before a Group, Participate
as a Member of a Panel, or Orally Present
a Paper at an Academic or Professional
Meeting, etc.

I request approval to appear/participate/orally present a paper/
speak before a group, etc. Information about the time, place,
sponsor, and other relevant facts about the appearance; identification
of the academic point of contact; an estimate of the total cost (if
any) to the Agency, etc.

PERSON MAKING REQUEST
Area

Attachment:
Text of Talk (if applicable)

I have reviewed this _____
and found it to be unclassified.
/signed/ Immediate Supervisor

S A M P L E

SUBJECT: Request to Speak Before a Group

CONCUR:

Office Director

Date

Director of Security

Date

Coordinator for Academic Relations

Date

APPROVED:

Associate Director-Management, NFAC

Date

S A M P L E

SUBJECT: Request to Speak Before a Group

(Show office identification)

Distribution:

Original - Addressee and return to originator

- 1 - AD-M/NFAC
- 1 - D/OS
- 1 - NFAC/CAR
- 1 - Office Director
- 1 - A/DCI/PA
- 1 - NFAC Registry

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Request to Speak Before a Group, Orally Present a Paper, etc.

FROM:

Office Name
Office Address

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

Office Director
Address

2.

NFAC/SO
2F28 Hqs

3.

D/OS Attn: OS/EAB
4E33 Hqs

4.

NFAC/CAR
3E49 Hqs

5.

AD-M/NFAC
7E62 Hqs

6.

Originating Office
Address

7.

8.

9.

10.

11.

12.

13.

14.

15.

If this is mailed, it will take at least two weeks. If you wish to handcarry it (depending on circumstances, takes about 2-3 days), make the following notation and put a priority tag on it.

FOR HANDCARRY, PLEASE CALL

_____ at X-
(Person's name)

The AD-M's secretary will mail the approved copies. Include an additional copy, addressed to Assistant to the Director, 1F04 Hqs, in the package, even though he is not included in the check-off routing.

DISTRIBUTION OF UNCLASSIFIED PUBLICATIONS TO THE GENERAL PUBLIC

1. It is NFAC policy to make available to the general public those unclassified publications that are likely to be of interest to academia, the business community, and the general public. The Deputy Director, NFAC, must approve the release to the public of a new unclassified NFAC publication or series. It is his responsibility to solicit the views of the State Department and the National Security Council on the foreign policy sensitivity of appropriate documents before deciding whether to release them to the public. If he approves release, a printed copy of each such publication must be delivered to the DCI 24 hours before it is made available for public release so that the DCI will be aware of potential press discussion. It is the responsibility of the Production Offices, in the first instance, to review proposed unclassified publications for protection of intelligence sources and methods, and for potential foreign policy sensitivity.

2. Copies of all unclassified reference aids and most unclassified finished intelligence reports will be made available to the Library of Congress' Document Expediting (DOCEX) Project, the US Department of Commerce's National Technical Information Service (NTIS), and the Government Printing Office's (GPO) Federal Depository Library Program for general release to the public in accordance with the attached procedures.

3. It will be normal practice to refer non-Governmental requesters to one of these outlets. Individual copies of reports may be provided by NFAC offices to academia and the business community when, in the judgment of the originating office, there would be a benefit to the Agency, such as substantive feedback or informed critique of the publication.

4. The CIA Librarian (extension 5000) serves as the Agency liaison with DOCEX and NTIS on publication matters and should be contacted for information concerning those programs.

STATINTL



Sayre Stevens
Deputy Director
National Foreign Assessment Center

Attachment
Procedures for Releasing
Unclassified NFAC
Publications to the Public

Distribution "A" (1-6)

PROCEDURES FOR RELEASING UNCLASSIFIED NFAC PUBLICATIONS TO THE PUBLIC

I. DETERMINING RELEASE TO THE PUBLIC

Requests for permission to publish a new unclassified NFAC publication or a new unclassified NFAC series will be forwarded to the Deputy Director, NFAC, for his approval. A draft of the publication must be forwarded with the request.

II. COVERS

All unclassified NFAC publications, with the exception of OGCR atlases, will have white covers and will be categorized as either research papers or reference aids. Each publication will be numbered in accordance with the standard numbering system specified in DDI Notice 51-3 (Revised) dated 22 December 1976. Unclassified publications will not, however, have copy numbers.

III. STATEMENT ON PUBLICATIONS RELEASED TO THE PUBLIC

The following statement will be included on the back of the cover:

This publication is prepared for the use of US Government officials. The format, coverage and contents of the publication are designed to meet the specific requirements of those users. US Government officials may obtain additional copies of this document directly or through liaison channels from the Central Intelligence Agency.

Requesters outside the US Government may obtain subscriptions to CIA publications similar to this one by addressing inquiries to:

Document Expediting (DOCEX) Project
Exchange and Gift Division
Library of Congress
Washington, DC 20540

or

National Technical
Information Service
5285 Port Royal Road
Springfield, VA 22161

Requesters outside the US Government not interested in subscription service may purchase specific publications either in paper copy or microform from:

National Technical Information
Service
5285 Port Royal Road
Springfield, VA 22161
(For faster service, call the
NTIS Order Desk (703) 577-4650)

or

Photoduplication Service
Library of Congress
Washington, DC 20540

IV AUTHORSHIP ATTRIBUTION

As a normal practice, the author of a CIA unclassified publication will not be named in the publication. Under certain circumstances, exceptions may be approved by the Deputy Director, NFAC, under the following condition: The name will be included as part of the foreword or preface of the publication, but will not be listed in any separate by-line or highlighting treatment. The telephone number of the analyst will not be included. On all unclassified non-serial reports, the reader will be advised that queries or comments regarding the publication may be directed to the Director for Public Affairs (D/PA). This note will appear on the title page as follows:

Comments and queries on this paper are welcome and may be directed to the Director for Public Affairs, Central Intelligence Agency, Washington, D.C., 20505; area code 703 351-7676. For information on obtaining additional copies, see the inside of the front cover.

V. ADVANCE NOTIFICATION AND DISTRIBUTION

NFAC offices should forward a draft copy of a proposed unclassified publication to the Publications & Presentations Group (PPG). (Serial publications and OCR reference aids are exempt from this requirement.) PPG will forward a draft copy of the unclassified paper to the D/PA, who, after review, will notify PPG of the number of printed copies required by his office for distribution to the press and to the public. The D/PA may also advise NFAC when it is desirable to delay dissemination for 48 hours after publication to allow OPA to make advance distribution for press release and public affairs purposes. For those unclassified publications delayed for 48 hours, six advance copies of the publication will be handcarried to the Office of the Director of Central Reference (OD/OCR) for immediate delivery to the DCI, the DDCI, D/NFAC, DDO, and D/PA alerting them of the dissemination hold.

PPG will also alert the Coordination and Congressional Support Staffs and the CIA Librarian on proposed unclassified publications.

VI. DISTRIBUTION

A. The CIA Librarian (extension 5000) is the Agency's contact point for determining the number of copies required by DOCEX and NTIS. The DOCEX distribution will generally be a standard number that increases every 6 months or so to reflect new subscribers. NTIS distribution will vary with the publication. NFAC offices, prior to publication of a new unclassified publication or a new unclassified series, will notify the CIA Librarian of the proposed title and coverage and indicate whether they believe the publication will be of wide interest to the public and academia. The CIA Librarian will contact NTIS to determine the number

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of copies they will require and then will notify the NFAC producing office of the number of copies required by NTIS. The NFAC producing office will notify PPG. NTIS requires that each transmittal of a publication must be accompanied by two NTIS forms--a report documentation page (NTIS 272) and an NTIS accession note (NTIS 79). Copies of these forms are available from [REDACTED] in PPG on extension 5203. Producing offices will complete the forms and forward them to PPG with each unclassified publication. Questions concerning the completion of the forms should be directed to the CIA Librarian.

B. Printing and Photography Division (P&PD) will handle the copies for the GPO Depository Library Program in accordance with previous instructions.

C. The dissemination list accompanying the printing requisition for an unclassified publication will specify the required numbers of microfiche and hard copies for the Library of Congress and the number of hard copies for NTIS as follows:

1. Send (specify number) copies of the publication to:

Document Expediting (DOCEX) Project
Exchange and Gift Division
[REDACTED]

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- and (specify number) copies to:

US Department of Commerce
NTIS
5285 Port Royal Road
Springfield, VA 22161

2. Send one silver duplicate microfiche copy to:

Photoduplication Service
Room G-1009A
Library of Congress
Washington, DC 20540

3. Send one diazo microfiche to:

Microform Reading Room
Room MB-140-B
Library of Congress
Washington, DC 20540

D. Send two copies of each publication to OD/OCR, 2E60 Headquarters and one copy to the CIA Librarian, 1H1124 Headquarters.

VII. HOW OUTSIDE REQUESTS FOR UNCLASSIFIED PUBLICATIONS ARE HANDLED

A. NFAC offices should:

1. Service requests and inquiries received from US Government agencies. (When office stocks of publications are depleted, OCR can furnish microfiche or prints from the film stored in the CIA document library.)

2. Refer to OPA all requests (both written and telephonic) received from individuals or organizations outside the US Government except for those requests that NFAC offices wish to handle for contact or substantive feedback purposes.

B. The Department of Commerce NTIS will:

1. Offer for sale specialized subscription services for CIA publications.

2. Supply additional copies to non-Government requesters in hardcopy or microform.

3. List CIA publications in newsletters, index them into on-line computer files, and publish indexes to and advertising brochures on the publications.

4. Transmit to CIA any substantive comments or recommendations regarding the publications received from users.

5. Provide a variety of other packaging and marketing services on CIA publications. The CIA Librarian can provide descriptions of these services for NFAC offices.

C. The Library of Congress DOCEX will:

1. Distribute copies of CIA reports to libraries and others subscribing to the DOCEX service.

2. Supply additional copies to non-Government subscribers. (Photoduplication Service at the Library of Congress handles requests from nonsubscribers.)

3. Alert OCR to any changes in the number of copies required.

4. Transmit to CIA any substantive comments or recommendations regarding the publications received from users.

D. OPA will:

1. Stock and distribute, free of charge, selected unclassified NFAC publications using the following criteria:

(a) OPA's publication selection will be on the basis that the publication may have wide public interest or will contribute to public debate on a subject of critical national interest.

(b) As a general rule, OPA's free distribution will not be made to commercial or institutional requesters but will be limited to those requesters who need the publication to achieve the objectives listed in (a) above. Commercial and institutional requesters will ordinarily be referred to the appropriate US Government distribution outlet--DOCEX, NTIS, or the Superintendent of Documents.

(c) OPA distribution will be limited to existing inventory stocks. When these stocks are depleted, OPA will refer requesters to the appropriate Government distribution outlet.